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5 FEB 1964

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Management of Graphics Personnel

REFERENCES : (a) Memo for Ex Dir fr DD/S (DD/S 63-2376) dtd 6 Jun 63,  
Subject: Agency's Visual Aids/Graphics Services  
(b) Memo for DD/S fr D/L (DD/S 63-5465) dtd 17 Dec 63,  
Subject: Coordination Role of PSD in Distribution of  
Graphics Work Throughout all Graphics Components

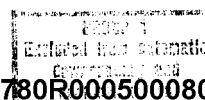
1. This memorandum is for information only.

2. The 6 June memorandum (reference a) asked the Director of Personnel "to monitor on a continuing basis the overall management of graphics personnel . . .". We have completed a review for the period 1 June through 31 December 1963. An analysis of the graphics positions and employees and the changes which occurred during this period is attached. It reflects a pattern in the Agency as a whole. It is interesting to note, in addition, that of the nine graphics personnel who have left graphics positions in the period of the report, five were actually re-assigned within the Agency; one was a military separation; and only three resigned and were net losses to CIA. One of the resignees returned to the University of Pittsburgh to work on a graduate degree, the second resigned to take a teaching position at the University of Indiana, and the third resigned in order to return to her home on the West Coast. We believe that these facts give evidence that this group of employees is not overlooked; that there is at least as much cross-movement as for most other specialists; and that there is probably really little dissatisfaction in that there certainly aren't many who "are going away mad."

3. The monitoring of this group of people should consider workloads, promotion opportunities and the opportunity to identify with a larger group. The Office of Personnel does not have a direct and practical means of monitoring the workloads in the various graphics activities but it is logical to assume that if the workloads were excessive, there either would have been reflections of dissatisfaction, which is lacking, or those having management responsibility would have requested additional personnel. There has been some growth in some of the units. Likewise, there is no way to ensure that these people are not underworked except again to make the logical argument that present pressures to make the best use of ceiling would probably result in the elimination of positions where such a situation existed.

4. The decentralization of this particular group of specialists is in substance no different from the decentralization of, for example, people who do statistical work for the various components of the Agency--an excellent example of which is the Statistical Reporting Branch of the Office of Personnel. These people can identify with the substance of the work of the larger component and can certainly find as strong bonds as they might in using their technique as a common interest. They can be and we believe the reported evidence shows that they are properly managed by the respective components to which they are now assigned.

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5. In the matter of promotions, combining the various units into one would not increase opportunities unless higher-graded positions were artificially introduced to satisfy the pyramid principle of bureaucratic organization. Any specialty has its top which necessarily must be recognized and accepted by an individual when he chooses to so specialize.

6. We conclude, just as the Director of Logistics finds it undesirable and impractical to act as a czar for the standard of the work, that it is both unnecessary and impractical to attempt to centralize the personnel management of the visual and graphics specialists. We shall continue to watch their management through periodic reviews and report to you concerning any significant findings indicating problem areas.



Emmett D. Echols  
Director of Personnel

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Attachment: A/S

